

We Have The Watch

During our very first days in the Navy, instructors taught us about honor, courage and commitment. They told us that Sailors must be on guard against any threat to our ship and crew. Then we found ourselves on watch duty, and we realized our teammates and our Navy were relying on us to keep them safe. No matter how far we have traveled since then, we know our teammates continue to count on us. We always know we have the watch.

Now, science has given us a new way to protect our teammates. *The Watch List*.

The Watch List is, for the first time, a research-based navigation chart for command climate.

Using data from the 2018 *Workplace and Gender Relations Survey of Active Duty Members*, Department of Defense scientists identified “The Five Signals,” sub-standard behaviors and attitudes that indicate when Marines and Sailors may be at substantially increased risk of sexual assault. Many of these same areas can be assessed using the Defense Organizational Climate Survey (DEOCS).

The Watch List tool outlines specific behaviors associated with each of the Five Signals.

The Watch List Top 5 Signals
SEXUAL HARASSMENT
GENDER DISCRIMINATION
LACK OF RESPONSIBILITY & INTERVENTION
LACK OF RESPECT & COHESION
WORKPLACE HOSTILITY

These behaviors run counter to our high standards for performance and conduct. While some may seem unrelated to sexual assault, a permissive environment sends the signal that negative behaviors will be tolerated. If we do not challenge wrongdoers, they may take advantage, if conditions are right, and do even greater harm.

The Watch List describes common indicators and warnings that help us identify issues in our command climate that we must address.

By looking out for behaviors on the Watch List, we can recognize problems and take action. Using this tool is a tangible way to live our Core Values of honor, courage and commitment. Because we have known since that very first fire watch—when it comes to protecting our team—our duty never ends.

When it comes to the safety of our teammates, we all have the Watch.

Department of the Navy
Sexual Assault Prevention & Response Office



THE WATCH LIST

Top 5 Signals of Risk for Sexual Assault

THE WATCH LIST

Analysis of the *2018 Workplace and Gender Relations Survey of Active Duty Members* revealed the “Top Five Signals” identifying when Sailors may be at higher risk of sexual assault. Many of these same areas can be assessed using the Defense Organizational Climate Survey (DEOCS). If a Sailor experiences one of the measured behaviors below, their risk for sexual assault may increase.

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Top 5 Signals of Risk for Sexual Assault

If Sailors Experience...

SEXUAL
HARASSMENT

risk of
Sexual Assault
increases

9x
for
Women
40x
for
Men

GENDER
DISCRIMINATION

risk of
Sexual Assault
increases

3x
for
Women
8x
for
Men

LACK OF
RESPONSIBILITY &
INTERVENTION

risk of
Sexual Assault
increases

3x
for
Women
5x
for
Men

LACK OF
RESPECT &
COHESION

risk of
Sexual Assault
increases

2x
for
Women
5x
for
Men

WORKPLACE
HOSTILITY

risk of
Sexual Assault
increases

2x
for
Women
4x
for
Men

A Sailor is at higher risk of sexual assault when a coworker does any of the following:

- Repeatedly tells sexual “jokes”
- Embarrasses, angers or upsets the Sailor by repeatedly suggesting they don’t act like their gender is supposed to
- Displays, shows or sends sexually explicit materials (e.g., pictures, video)
- Repeatedly asks questions about their sex life or sexual interests that makes them uncomfortable, angry or upset
- Repeatedly makes sexual comments about their appearance, body
- Takes or shares suggestive pictures or videos of them when they don’t want to
- Repeatedly attempts to establish unwanted romantic or sexual relationship
- Intentionally touches them in sexual way when they do not want them to
- Makes them feel they would be punished/treated unfairly for not doing a sexual act

A Sailor is at higher risk of sexual assault, if a Sailor’s career is hurt as coworkers:

- Mistreat, ignore, exclude, or insult them because of their gender

A Sailor is at higher risk of sexual assault, when the Sailor’s unit:

- Does not make it clear that sexual assault has no place in the military
- Does not promote a unit climate based on mutual respect and trust
- Does not lead by example by refraining from sexist comments and behaviors
- Does not recognize and immediately correct incidents of sexual harassment
- Does not encourage bystander intervention to assist others in situations at risk for sexual assault or other harmful behaviors
- Leaders did not publicize sexual assault report resources
- Sailors did not encourage victims to report sexual assault

A Sailor is at higher risk of sexual assault, when the Sailor’s unit is:

- Low in unit cohesion
- Low in respect from or for Chain of Command
- Low in respect for others from diverse backgrounds
- Low in ability to deal effectively with adversity or conflict when it occurs
- Low in gender respect: Women and men treat each other poorly
- Low in support: Sailors do not provide help to one another when personal problems arise

A Sailor is at higher risk of sexual assault, when the Sailor’s coworkers:

- Intentionally interfere with their work performance
- Do not provide information or assistance when they need it
- Take credit for their work or ideas
- Gossip/talk about them
- Use insults, sarcasm or gestures to humiliate them
- Yell when angry at them

THE WATCH LIST

Top Ten Tips for Commanding Officers



- 1. CLIMATE BRIEFS:** From All-Hands to small discussion groups, commit to having routine, ongoing conversations about command climate. Active listening increases your understanding of team concerns and empowers you to adapt as needed.
- 2. WALK THE DECK:** Daily engagement builds rapport, trust and confidence between leaders and Sailors. You are more likely to learn about potential harmful behaviors when you take part in direct conversations with your Sailors in real time. These personal interactions show that you respect your Sailors and care about how they are doing.
- 3. IF YOU SEE SOMETHING, SAY SOMETHING:** If you see or hear inappropriate conduct in public, respond immediately. On the spot corrections communicate standards of professional and appropriate conduct for all Sailors and dispel any confusion about unacceptable behavior.
- 4. ONE SIZE DOES NOT FIT ALL:** A single set response to every command climate issue is unlikely to work. In a learning institution, mistakes can be opportunities to learn and grow, and not all comments made are intended to be malicious. As a positive leader with your finger on the pulse of command climate, you can improve morale and esprit de corps by taking all reports seriously and addressing them in a swift manner.
- 5. DO NOT WAIT UNTIL IT ESCALATES:** Early intervention is important. Watch List behaviors are indicators of eroding good order and discipline within your command. Stopping these behaviors early and consistently can prevent more serious destructive behaviors from occurring over time.
- 6. TAKE ALL SEXUAL HARASSMENT COMPLAINTS SERIOUSLY:** Trust your Sailors when they report sexual harassment, as they are trusting you to uphold the standards. Studies show most people have tried everything they can to resolve the situation before making a sexual harassment complaint.
- 7. LOOK BENEATH THE SURFACE:** Complaints about Watch List behaviors may indicate deeper issues. Use additional assessment tools such as a command climate survey to better understand how your Sailors are experiencing the climate. Action what you know. Remain flexible and ready to pivot as climate information comes to your attention.
- 8. DEVELOP A REPORTING CULTURE:** Cultivate a command climate where Sailors have confidence to report without fear of reprisal. A firm, fair and consistent approach to reporting wrongdoing builds confidence in the systems that support Sailors. Trivializing Watch List behaviors could lead to a more permissive command climate.
- 9. WHEN IN DOUBT, CALL IN THE EXPERTS:** Most of the Watch List behaviors are violations of Navy instructions and the Uniform Code of Military Justice. Routinely check in with a Judge Advocate General officer or other relevant subject matter experts if you are unsure about how to respond to a potential issue.
- 10. DO NOT DELEGATE IT. OWN IT:** Make sure everyone understands your goal is to help and protect those under your command. Hold yourself accountable. If health and welfare are at risk, then you absolutely want to be informed and involved.